

## **СЕКЦІЯ 5. УПРАВЛІНСЬКІ АСПЕКТИ РОЗВИТКУ ДЕРЖАВИ, РЕГІОНІВ, ПІДПРИЄМСТВ ТА БІЗНЕСУ**

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### **STAGES OF THE STRATEGIC HUMAN RESOURCES MANAGEMENT**

The most significant changes in Personnel management occurred at the end of the twentieth century. - during the significant economic, technological and social shifts. They have provoked the challenges, seeking answers to which the company has directed the domain of strategic management [1].

Since the Human Resources management strategy has emerged from the theory of strategic management, we will consider it's stages of development. Scientists distinguish four development stages of the strategic management theory: 1. Management based on monitoring of the implementation. Characteristic features of this phase were: a) decision making after the factum based on the identified problems of the organization (comparing the financial plan with the data budget execution); b) mass production with a limited number of industries and goods (services), which required from an entrepreneur to reduce the cost of production for a competitive struggle; c) state interference in the regulation of market relations, which ended in a crisis of overproduction and depression. 2. Management based on extrapolation. The main feature of this phase is long-term planning by extrapolating past trends into the future. The crisis of overproduction of the same type goods has forced commodity producers to change the concept of management towards expanding the range of products, improving sales and service [2].

At this stage, the state's economic policy is changing in the direction of state regulation of the economy in order to ensure its uninterrupted functioning and prevent the emergence of the crisis. According to the main provisions of Keynesianism (a scientific school that justified state regulation of the economy and type of economic policy), the main functions of the state were: encouraging private investment and increasing consumption. The following the development stages of the strategic management theory are associated with the scientific and technological revolution, the emergence and development of post-industrialism. The branches of the national economy is becoming knowledge-intensive, and the development of industrial production is beginning to depend on the quality of scientific knowledge and the state of education. The role of the state strategic management, which is aimed at the development of institutional infrastructure, which allows coordinating the

activities of all state authorities at all levels to achieve the long-term goals of socio-economic development, is growing [2].

3. Management based on prediction of change. An essential characteristic of this stage was the development of strategic planning methods, the development of competitive and innovative strategies, the development of project management methodology [2].

The third stage of the development of strategic management is characterized by the transition from technocratic to social management, resulting in the concept of Human Resources Management. Its isolation from Strategic Management is associated with the emergence of the concept of human capital, sponsored by T. Schultz and G. Becker. So, human capital is formed on the basis of human resources, which, for their part, as a result of investments turn into human capital. In other words, in order to obtain additional competitive advantages in the future, it is necessary for the enterprise to change the structure of current consumption in favor of investments in the development of human resources.

4. Management based on flexible emergency solutions. A characteristic feature is the rapid and timely reaction of the company to unexpected changes in the external environment. This is due to the volatility of the external environment, which requires the rapid provision of long-term competitive advantages, the effective use of the company's potential through the development of competencies and innovations. The enterprise begins to be regarded as a set of strategic resources, and investments in the Personnel of the enterprise are considered as the main investments that shape its competitive advantages. That is why the main task of Human Resources Management services is to find effective methods for the dissemination of knowledge [2].

The changes have referred to the human nature - instead of "human rights", oriented to the satisfaction of material needs, appears "creative person", the main need of which is the desire for creative self-realization. Thus, changes in the external environment have led to systemic changes in the management of the enterprise: the emergence of new organizational strategies for efficiency and innovation; the separation of the Strategic Human Resources Management as an organic component of the overall strategic unit; transformations of organizational culture, which have shifted the layers of both internal and external relations of the enterprise [1].

Consequently, the main result of the transformations in the enterprise was the separation of the Strategic Human Resources Management as one of the components of the strategy of management of the organization and the formation of its culture (Fig. 1.1).

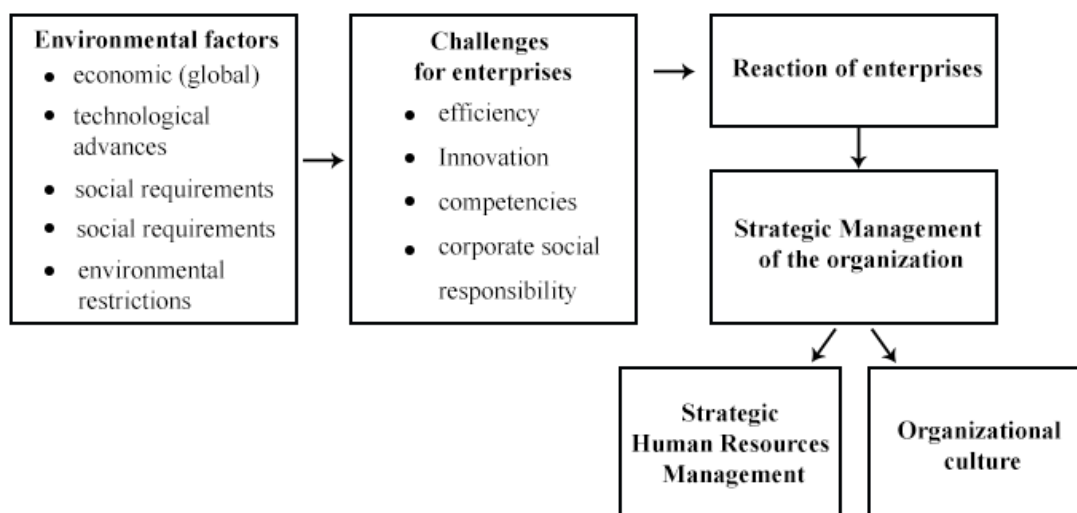


Fig. 1.1. Formation of the Strategic Human Resources Management

Thus, Strategic Human Resource Management, as a new stage in the development of Human Resources Management, occurs when the activities of organizations are aimed at ensuring sustainable competitive changes in the external environment. And the crucial advantage of which is the unique competence of staff to meet the consumers' needs without violating social and ethical norms doing business.

#### **References:**

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